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FIRST COUNTRY COOPERATION FRAMEWORK FOR THE GAMBIA (1998-2001)

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INTRODUCTION

1. The Programme for Sustained Development constituted the basis for UNDP cooperation activities in the Gambia during the fifth programming cycle (1992-1996). During that cycle, three broad programmes constituted the main areas of intervention: economic management; agricultural diversification and natural resource management; and poverty alleviation. However, in 1994 the exigencies of the domestic political situation warranted the addition of another programme area: governance. The UNDP advisory note for the period covered by the first country cooperation framework (CCF) (1998-2001) was prepared on the basis of these priorities.

2. The present document outlines the key priority areas identified by the Government of the Gambia in its medium- and long-term policy objectives, strategies and plans that fall within the purview of the global mandate of UNDP and specific areas of thematic focus consistent with the objectives of sustainable human development (SHD). The major medium- and long-term development priorities for the Gambia were outlined in the advisory note on which the CCF was based. It became apparent during the course of the year 1997 that the process to formulate the first CCF could not be completed in time to present the document to the Executive Board at its third regular session 1997. Under these circumstances, the Administrator found it necessary to extend the period of the fifth country programme to cover the year 1997. The Administrator wishes to bring this to the notice of the Executive Board at its current session.

3. The Programme for Sustained Development and Vision 2020 are two main policy documents that give a detailed analysis of medium- to long-term strategies. The first policy document, the Programme for Sustained Development, which was formulated and presented at a round-table conference in 1990, has identified 13 priority areas of concentration for the period 1990-2000. The strategies related to the key areas in the Programme aim at attaining nine target objectives during the current decade. This policy framework was the basis of the UNDP advisory note and the subsequent country programme for the Gambia during the fifth programming cycle (1992-1996). The second policy document, Vision 2020, has subsumed these 13 strategic priorities under a different configuration. Within this new configuration, it has enunciated the relative degrees of emphasis to be placed on specific subthematic areas. Furthermore, it spells out modalities for addressing additional strategic issues. These include: (a) socio-cultural practices; (b) macroeconomic policies; (c) good governance; (d) the land tenure system; (e) foreign policy; (f) emergency preparedness; and (g) women, children and youth. The overall development objective contained in its mission statement is "... to transform the Gambia into a financial centre, a tourist paradise, a trading, export-oriented agricultural and manufacturing nation, thriving on free market policies and a vibrant private sector, sustained by a well-educated, trained, skilled, healthy, self-reliant and enterprising population, and guaranteeing a well-balanced ecosystem and a decent standard of living for one and all, under a system of government based on the consent of the citizenry".

4. Within the context of the first CCF, UNDP will continue to coordinate the design, implementation and monitoring of development interventions, taking into consideration: (a) national priority objectives; (b) consensus action plans adopted at the recent global summits and conferences that the Gambia actively endorses; (c) the global mandate, resource situation and current focus of UNDP; and (d) the technical expertise existing in other United Nations system agencies. The strategies to be adopted will include: (a) the promotion of the programme approach; (b) a gradually increasing utilization of the national execution modality, consistent with local capacity (enhanced as necessary through cooperating agency arrangements with designated United Nations agencies); (c) playing a lead role in coordinating multi-donor participation in development interventions in mutually agreed areas; and (d) assisting in mobilizing external support and resources for priority SHD-related national programmes.

I. DEVELOPMENT SITUATION FROM A SUSTAINABLE HUMAN DEVELOPMENT PERSPECTIVE

5. The Gambia, a least developed country, is predominantly an agricultural society, with a 1995 per capita income of about $320. Growth in the agricultural sector is constrained by a vicious cycle of low income due to low productivity. Economic activity in the Gambia is based on a narrow range of goods and services. It continues to be heavily dependent for foreign exchange on a single cash crop, groundnuts.

6. Following a brief period of post-adjustment recovery, the economy has experienced several adverse shocks, particularly the border closure with neighbouring Senegal, the 50 per cent devaluation of the CFA franc, and the negative travel advice that adversely affected the tourism sector following the events of July 1994. Despite these pressures, the Gambia managed to combine adjustment with growth and can be considered as one of the most successful African countries in the implementation of its Structural Adjustment Programme. In 1995, the public deficit (excluding foreign grants) was below 5 per cent of gross domestic product (GDP). However, a crippling debt burden (with debt-service obligations accounting for 34 per cent of the Government's 1996/1997 budget) also constrains public sector savings and investment potential.

7. In terms of human resource development, there is inadequate capacity in both the public and private sectors because of a low literacy rate (25 per cent). Furthermore, the Gambia's youthful population (45 per cent below age 15 years) calls for massive investments in education and health, with a view to enhancing productivity. Another fundamental constraint is that the increase in enrolment rates is not matched by a corresponding increase in the number of qualified teachers, adequate and well-equipped classrooms and appropriate instructional materials. Long-term human resource development planning will need to address the above-mentioned constraints.

8. The Gambia's health policy revolves around the principles of the 1980 primary health system. The objective is to improve the quality, efficiency, and sustainability of the service delivery system. This sector is constrained by

the shortage of trained health professionals, inadequate transport and storage facilities as well as inefficient coordination of health programmes.

9. The Government is committed to creating an enabling environment for the private sector development. In this regard, a number of reforms have been undertaken through the Structural Adjustment Programme, such as the liberalization of product, service and foreign exchange markets, and tax reform and privatization of public enterprises so as to enhance the supply response of the economy and the efficiency of resource allocation.

10. It is against this background that the Gambia's long-term development objectives have been structured around 10 key sectoral themes. A quick review of these will provide the long-term perspective framework within which a series of medium-term interventions can be negotiated with the Gambia's development partners, including UNDP, for a coordinated approach to reach these goals.

11. Agriculture and natural resources. This sector constitutes 75 per cent of the total workforce but contributes only 24 per cent of GDP. It is characterized by low productivity due to inappropriate production, storage and marketing techniques. The Government's agricultural policies continue to emphasize the provision of an enabling environment for greater private sector participation and diversification of the productive base. Furthermore, plans are under way to establish an early warning and food information system, with a view to mitigating the effects of drought and famine.

12. The industrial and infrastructural sector. This sector comprises energy, manufacturing, transport and telecommunications and accounts for only 11 per cent of GDP. The overriding objective is to raise the contribution of the sector to between 25 and 30 per cent of GDP by 2020, through the provision of adequate infrastructural facilities for industrial development. To this end, a series of medium-term strategies will be designed to: (a) facilitate the provision of an adequate and reliable supply of both conventional and renewable energy (achieving an electricity output of 150 megawatts) at affordable prices; (b) diversify industrial production based on the results of dynamic research in process technologies and related human resource development as well as institutional support services; (c) upgrade transport facilities and transform the Port of Banjul into an industrial and entrepot freeport to boost investment in maritime industry; and (d) consolidate the competitive services of the telecommunications subsector. The new industrial policy just adopted by Government emphasizes the promotion of small-scale enterprise development. In addition, a national communication and information policy that aims at providing efficient information services is being formulated.

13. The services sector. This sector constitutes more than 50 per cent of GDP. The Government's long-term objective is to transform the Gambia into a subregional financial services centre and an entrepot economy for the subregion. Medium-term strategies for pursuing this objective include: (a) the introduction of a vast array of financial instruments through a deepening of existing banking legislation and the enforcement of an effective regulatory system; (b) promoting the participation in international trade of Gambians as proprietors and partners with foreign traders so as to raise the local value-added of exported goods and services; and (c) building on the tourism

momentum through product diversification and quality improvement and returns to investments in the tourism subsector.

14. Human resource development. Human resources development is crucial for the attainment of the objectives outlined in Vision 2020. The long-term objectives for the education subsector include: (a) increasing the accessibility of education to 90 per cent of the school-age population; (b) a bias towards vocational and skill-based training; (c) the promotion of entrepreneurship; and (d) an overall enrichment of curricula and extra-curricular activities. A UNDP-supported study carried out by United Nations Educational, Scientific and Cultural Organization was the basis of the Government's new Master Plan for the Renewal of Education, 1998-2005, currently under review. Among other things, a mass functional literacy programme, especially for girls and women, will be given emphasis. In the context of the health and social welfare subsector, the long-term goal is to provide adequate, effective and affordable health care for all Gambians. A series of medium-term programmes consistent with this goal will be pursued to, among other things, improve the administration and management of health services.

15. The advancement of women. The Government is in the process of formulating a gender policy, with a view to integrating the recommendations of the Fourth World Conference on Women, held in Beijing, China, in September 1995. The Government participated in and presented a country paper on issues affecting women's advancement at the conference. Programmes for addressing the challenges faced by women include those focusing on: (a) accelerating school enrolment and retention for girls; (b) adult literacy and numeracy activities targeting women; (c) expanding women's economic and political participation through access to markets, information and resources, especially land and credit; (d) removing legal and cultural barriers to the full participation of women in the nation's endeavours; and (e) launching an aggressive gender-sensitization campaign about the challenges faced by women in poor households, as well as violence against women.

16. Population. The National Population Secretariat continues to coordinate population activities. The Government's long-term objective in this regard is to pursue a balanced and consistent set of policies that will ensure a manageable population size and growth rate consistent with the overall development goals of the country. A series of medium-term strategies will be implemented through the National Population Programme, including activities aimed at reducing fertility and mortality rates in order to facilitate the capacity of households to generate enough per capita income and savings. In addition, a balanced immigration policy will continue to be pursued. Furthermore, the spatial distribution of an increasing number of industries will be used to complement efforts to curb rural-urban migration.

17. Housing. The provision of adequate housing has proven difficult, owing to the rapid pace of urbanization. The long-term goal in this sector is to increase the stock of adequate housing. In this regard, the Government will review the 1989 National Housing Policy, with a view to addressing the problems of difficult and/or inadequate access to land for dwellings, an overdependence on imported building materials and the human resource and technical limitations of the construction industry.

18. The environment. The regeneration of the environment is one of the Government's priorities. The long-term objective is to conserve and promote the rational use of natural resources. Strategies for pursuing this broad objective, within the context of the Gambia Environmental Action Plan, include: (a) sensitization about the dangers of various types of environmental degradation and the loss of biodiversity; (b) strengthening local capacities for increased participation in effective, community-focused and managed environmental protection (including disaster preparedness) programmes; (c) the application of appropriate technologies; and (d) legal instruments including legislation on environmental impact assessment.

19. The private sector. The private sector has been identified consistently over the last decade as the engine of growth for the Gambian economy. Since the economic recovery and structural adjustment programmes of the mid-1980s, a number of public enterprises have been privatized to reinforce this recognition. Government involvement in economic activities is currently limited to the provision of basic infrastructural services (telecommunications, transport services, and public utilities). The Government is committed to focus only on the provision of public goods while putting in place an enabling environment for the private sector. The principal strategy will be to ensure a free-market and stable economic environment, maintain a stable foreign exchange rate system, and work with international financial institutions for a sustained and positive integration of the Gambian economy into the "global village". To this end, the Gambia Chamber of Commerce and Industry has been reconstituted and strengthened. Other supporting institutional arrangements will include: (a) the establishment of a trade information network; (b) an aggressive information promotion campaign within the context of a new investment code and related one-stop shop for processing new investment applications; and (c) the restructuring of the Indigenous Business Advisory Services.

20. Public sector institutions. The Government intends to put in place an overall performance appraisal mechanism for all civil service institutions, to ensure sustained patterns of cost-efficiency, service quality and institutional response capacity.

II. RESULTS AND LESSONS OF PAST COOPERATION

21. The Gambia is one of the region's largest recipients of external assistance. However, following the events of July 1994, development assistance has declined by about 52 per cent. A thorough discussion of trends in aid flows can be found in the annual Development Cooperation Reports on the Gambia. For the purpose of the first CCF, only the pattern of sectoral distribution of external development assistance is discussed below.

22. In 1994, 41 per cent of total aid flows to the Gambia was provided as external assistance to sectoral projects (excluding programme aid and food aid). Of that amount, social development received 40 per cent; transport 23 per cent; agriculture and forestry 22 per cent; natural resources 6 per cent; health 3 per cent; human resource development 2 per cent; economic management 1 per cent; communications 1 per cent; and area development 1 per cent. These sectoral breakdowns relate only to investment project assistance.[1] Technical

Cooperation' resource inflows ($43 million or 45 per cent of total aid flows in 1994) are not reflected here. Also, $2.2 million worth of food aid was provided by World Food Programme (90 per cent) and the European Union (10 per cent) for school feeding, village and community development, and emergency relief.

23. An expanded annual review was held in May 1996. It brought to light a number of key lessons and it confirmed the adequacy of the programme approach to accommodate unforeseen crisis situations in the political environment. The annual review also endorsed the need to continue support to reform of constitutional and electoral processes and to develop the other components of the governance framework into a governance programme, as well as the need to assist the Government to revitalize the interest and support of other development partners. Another lesson relates to the national execution modality and the problem of inadequate incentives in the civil service system. This is a complex national-level policy issue that ultimately needs to be resolved jointly by Government and its development partners against the background of national execution and within the framework of the overall civil service structure and the related implications of its improvement for donor budgetary support arrangements.

III. PROPOSED STRATEGY AND THEMATIC AREAS

24. UNDP will collaborate with Government to remove all legal and cultural barriers to the full participation of women in society and to their empowerment and participation to development. Regarding the programme approach, all the three key thematic areas of focus for UNDP development cooperation activities in the Gambia for the period covered by the first CCF have been or are being formulated, with the assistance of UNDP, into national programmes with several multisectoral components and in anticipation of multi-agency collaboration and funding.

25. With respect to resource mobilization, UNDP has always been active in assisting the Government to present well-reasoned, consensus-based policy and programme priorities to its development partners, both as a basis for policy dialogue, and as a framework for coordinating the participation of relevant partners in the realization of policies and programmes. Since 1990, UNDP has assisted the Government in presenting its development situation and objectives to three round-table conferences in Geneva (1990, 1992, and 1994). Two sectoral consultation meetings, one on education, health and population, and the other on industry and the private sector, are scheduled to be held in 1998. These will be followed by another full-fledged round-table conference. In addition, the UNDP country office will take a proactive interest in global discussions of debt-relief instruments and measures in which UNDP is currently playing an active advocacy role to assist the Gambia to avail itself fully of the appropriate debt-relief modalities.

26. A broad breakdown of proposed UNDP cooperation activities in the Gambia during the period covered by the first CCF is presented below. The areas of concentration arise from a review of the Gambia's long-term development objectives and the current mandated thematic focus of UNDP development cooperation activities in support of SHD.

A. Economic management

27. The Government of the Gambia developed a 12-year economic management programme that was presented and endorsed at a round-table conference in 1992. Its implementation has been divided into three phases: the first phase was completed at the end of 1997. The second phase will seek to consolidate the achievements of the first phase by enhancing capacity at the Department of State for Finance and Economic Affairs in the areas of budgeting, accounting, financial management, auditing and resource mobilization. Support will also be provided to the budgeting and planning units of the sectoral departments. In the context of management training, the Management Development Institute (MDI) will serve as the focal point for training, research and consultancy services for both the public and private sectors. Accordingly, support will be provided to MDI as the focal point for local training. At the time of the formulation of the programme, several donors had indicated their commitment to financing various components of the programme. However, following the events of July 1994, UNDP remained as the only donor financing the programme. This meant that other components of the programme have not been implemented as planned due to inadequacy of funds. A revised programme support document is therefore being prepared for the implementation of activities envisaged under the second phase and, more importantly, to rekindle the interest of other donors. It is envisaged that about one quarter of the resources for the first CCF will be earmarked for UNDP country cooperation activities in this thematic area.

B. Poverty alleviation

28. The low level of human development in the Gambia makes poverty alleviation the most important programme in the country's development agenda. In collaboration with UNDP, the Government of the Gambia has developed a National Poverty Alleviation Programme (NPAP) from the Strategy for Poverty Alleviation, which was developed following the April 1994 round-table conference. NPAP is anchored on four pillars: subprogramme 1 addresses enhancing the productive capacity of the people; subprogramme 2 addresses improving access to and performance of social services; subprogramme 3 addresses building participatory capacities at the local level; and subprogramme 4 addresses promoting participatory communication processes. The various programmes being developed and implemented under this thematic area include those for sustainable livelihoods, food security, social services and shelter. The overall objective of the programme is to improve the quality of life and satisfaction of basic needs through self-reliance.

29. UNDP support will assist NPAP to bring about improvements in the socio-economic condition of the population of the country. Expected results include: (a) a significant reduction in the number of people living below the overall poverty line from 60 per cent to about 45 per cent during the medium term and to 30 per cent in the long term; (b) the reduction of the food-poor from 40 per cent to 20 per cent during the medium term, and the elimination of food poverty completely in the long term; (c) an increase in the overall enrolment ratio of girls from 46 per cent to 60 per cent in the medium term and 90 per cent in the long term; and (d) the reduction of the maternal mortality rate to 8 per 1,000 live births in the medium term and to 5 per 1,000 live

births in the long term, the reduction of the infant mortality rate to 80 per 1,000 live births in the medium term and 50 per 1,000 live births in the long term, and the reduction of the under-five mortality rate to 110 per 1,000 live births in the medium term and 70 per 1,000 live births in the long term.

C. Governance

30. The events of July 1994 ushered in a new political regime and the need for sound governance. The Government of the Gambia, in collaboration with UNDP, prepared a comprehensive Governance Programme Framework for the Gambia. This programme seeks to establish and strengthen democratic and administrative institutions and processes to ensure a participatory, transparent and accountable governance system, based on the rule of law. UNDP support is to assist in the formulation and implementation of a people-centred sustainable development strategy, focusing on the following six interrelated subprogrammes: subprogramme 1 - reform and strengthening of constitutional and parliamentary processes; subprogramme 2 - reform and strengthening of electoral systems and processes; subprogramme 3 - strengthening institutional arrangements for civic education; subprogramme 4 - reform and strengthening of the legal and judicial processes; subprogramme 5 - reform and strengthening of public management and administration; and subprogramme 6 - decentralization and strengthening local government systems and institutional structures for popular participation and management of development.

31. The Governance Programme Framework, within the context of which UNDP has currently coordinated constitutional reform, electoral process and parliamentary institutional-strengthening activities in support of an orderly transition to democratic constitutional rule in the Gambia, under Project GAM/95/005 and a preparatory assistance project (GAM/96/008), will also ultimately be developed into a National Programme on Governance. It is envisaged that this programme area will result in the independence of the Electoral Commission, the National Assembly and the Judiciary; increased capacity for efficient and effective public sector management; timely conduct of free and fair elections; equitable public media coverage for all the political parties and interest groups; increased voter turnout at elections; and increased female representation in positions of power and authority at national, divisional, district and grass-roots level.

32. During the transition to democratic constitutional rule, UNDP assistance in this area concentrated on subprogrammes 1 and 2 as described above. UNDP support for governance activities during the period of the first CCF will account for about one quarter of the resources for UNDP country cooperation in the Gambia. The framework for a national programme on sound governance covers the six subprogrammes listed above. Of these, a UNDP Support Programme will address aspects of four subprogrammes: (a) decentralization (support to local government systems); (b) civil service reform; (c) reform of legal and judicial processes; and (d) reform of parliamentary structures and processes.

IV. MANAGEMENT ARRANGEMENTS

33. Execution and implementation. Activities under the first CCF will be implemented through the most optimal arrangements consistent with the policies outlined in both the Programme for Sustained Development and the Technical Cooperation Policy Framework Paper. Efforts will be made to harmonize the country programmes of the various United Nations agencies through a common country assessment, in order to ensure inter- and intra-agency consistency of programmes and subprogrammes. In order to enhance local capacity for national execution, UNDP is formulating a core-resources subline project. In addition, the technical cooperation among developing countries modality will be promoted and twinning of institutions will be given more emphasis. Specific activities will also be implemented to support the building of national capacities and the shift away from resident expatriates to short-term coaching consultants and national experts.

34. Strengthening collaboration among the participating United Nations agencies on the formulation and co-financing of individual agency country programmes, as much as feasible, will imply the use of common executing and/or implementing agencies. The Government will increasingly opt for the national execution modality in the implementation of programmes. This will further harmonize inter-agency agreements for follow-up, reviews and evaluations. UNDP will take into consideration past experiences with national execution and, in particular, identify those dimensions of the management problem that created the greatest obstacles to the achievement of development goals. National implementing agencies will continue to be assisted by United Nations specialized agencies through the signing of cooperating agency agreements with the Government.

35. In collaboration with Government, UNDP will seek to improve the performance and sustainability of all development interventions at all levels. This will be achieved by decentralizing development activities and thus accelerating local-level participation and economic growth. For programmes that lend themselves to full decentralization of component activities to the local level, there will be need for increased coordination arrangements among agency country programme components.

36. Monitoring and review. The main instruments for programme monitoring and review are outlined below. A three-year, rolling resource financial framework will be prepared and used to monitor the use of core resources and progress in the mobilization of non-core resources. A biennial presentation and report on the status of implementation, including the extent to which overall input deliveries, work plans, other required actions and targeted outputs are proceeding according to plan, and as to whether timely action has been taken to correct deficiencies detected, will be discussed at the country level. The review report, together with any proposal for new programming initiatives to maintain overall programme relevance, will be submitted to the UNDP Programme Management Oversight Committee. An expanded Local Programme Appraisal Committee will be established to serve as the most important instrument for programme appraisal, monitoring and review. There will be a mid-term evaluation of each programme at the end of the first 24 months of implementation, and another evaluation at the end of the first 48 months. These programme-wide evaluations

will be initiated and conducted by the UNDP-supported Government Project Evaluation and Monitoring Unit. A timetable for these evaluations will be drawn up when defining the relevant work programmes. The offices of both the Auditor General and Accountant General will participate in programme reviews and evaluations. All accounts maintained by the Government for United Nations development system resources will be audited by the United Nations Board of Auditors or its designated public accountants. In addition, where relevant, accounts maintained for UNDP resources will be subject to annual audits by UNDP internal auditors. Other monitoring mechanisms will include formal forums provided for brainstorming over issues at Government/United Nations retreats or symposia. For some programme components, social audits may also provide valuable insights for fine-tuning future policy direction.

37. Resource mobilization and aid coordination strategy. The Secretary-General, Office of the President, continues to be responsible for the coordination of external assistance. It also continues to coordinate technical cooperation programmes from bilateral sources. The Department of State for Finance and Economic Affairs will continue to coordinate assistance from multilateral sources such as the International Development Association, International Monetary Fund and European Economic Community. The interventions of the non-governmental organizations will continue to be coordinated by the Department of State for Local Government and Lands. The Government will continue to make use of the round-table process to mobilize additional assistance through continuous economic policy dialogue, aid coordination, the generation of monitorable commitments, and the periodic joint review of the implementation of agreed programmes. Technical cooperation programmes (TCPs) will be prepared to facilitate the programming of external development assistance for each of the UNDP thematic areas of focus. Preparation of sectoral programmes and TCPs for presentation at the country level will be an integral part of the round-table process. Prices and opportunity costs, rather than purely administrative considerations, will shape decisions on resource allocation and facilitate the most effective use of development resources.

Notes

[1] Investment project assistance is defined as the provision of financing, in cash or in kind, for specific capital investment projects, i.e., projects that create productive capital, which can generate new goods or services, also known as capital assistance. Investment project assistance may have a technical cooperation component.

[2] Free-standing technical cooperation is defined as the provision of resources or of technology for the purpose of building national capacity to undertake development activities, without reference to the implementation of any specific investment project(s). Free-standing technical cooperation includes pre-investment activities, such as feasibility studies, when the investment itself has not yet been approved or funding not yet secured.

Annex

RESOURCE MOBILIZATION TARGET TABLE FOR THE GAMBIA (1998-2001)

(In thousands of United States dollars)

Source	Amount	Comments
UNDP CORE FUNDS		
Estimated carry-over	1 071	
TRAC 1.1.1	5 311	Assigned immediately to country.
TRAC 1.1.2	0 to 66.7 per cent of TRAC 1.1.1	This range of percentages is presented for initial planning purposes only. The actual assignment will depend on the availability of high quality programmes. Any increase in the range of percentages would also be subject to availability of resources.
Other resources	1 000	TCDC
SPPD/STS	407	
Subtotal	7 789 *	
NON-CORE FUNDS		
Government cost-sharing		
Sustainable development funds	300	
	of which:	
GEF	150	Biodiversity
Montreal Protocol	150	Protection of the ozone layer
Third-party cost-sharing	2 000	
Funds, trust funds and other	9 450	
	of which:	
UNCDF	8 600	Decentralization, local development fund, credit
UNIFEM	100	
UNSO	150	Climate change
Poverty Fund	600	
Subtotal	11 750	
GRAND TOTAL	19 539 *	

* Not inclusive of TRAC 1.1.2, which is allocated regionally for subsequent country application.

Abbreviations: GEF = Global Environment Facility; SPPD = support for policy and programme development; STS = support for technical services; TCDC = technical cooperation among developing countries; TRAC = target for resource assignment from the core; UNCDF = United Nations Capital Development Fund; UNIFEM = United Nations Development Fund for Women; and UNSO = Office to Combat Desertification and Drought.